

SUBJECT: (Optional)				Proposed Remarks at the Career Trainee Graduation Ceremony 15 Apr 88	
FROM: William M. Baker <i>WMB</i> Director, Public Affairs			EXTENSION 27676	NO. PAO 88-0113	
				DATE 29 Mar 88	
TO: (Officer designation, room number, and building)		DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
		RECEIVED	FORWARDED		
1. ER		30 MAR 1988		<i>WMB</i>	
2.					
3. DCI		30 Mar. 4/25		✓	
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FORM 1-79 610 USE PREVIOUS EDITIONS

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29 March 1988

JUDGE:

RE: Your proposed remarks at the
Career Trainee Graduation Ceremony
15 April 1988 3:30 p.m.
HQS Auditorium

Attached are proposed remarks for the graduation of the Agency's Career Trainees. This ceremony is held twice a year, and you addressed the last group of graduates on 2 October 1987. About eighty graduates will be at this ceremony, as well as their spouses and career management officials of the four directorates. You will be introduced by Director of the Office of Training and Education.

Bill Baker

Attachments:
As Stated

DCI/PAO/WMB,

Distribution:

Orig - DCI

- 1 - D/PAO
- 1 -
- 1 - Jean
- 1 - ER 88
- 1 - PAO Registry
- 1 - Ames (Hold)
- 1 - (Chrono)



PROPOSED REMARKS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
AT THE CAREER TRAINEE GRADUATION CEREMONY
APRIL 15, 1988

GOOD AFTERNOON. I AM VERY PLEASED TO BE HERE TO HELP MARK YOUR GRADUATION FROM THE CAREER TRAINING PROGRAM. OVER THE LAST YEAR, I HAVE HAD AN OPPORTUNITY TO SEE FIRSTHAND SOME OF THE DIFFERENT ASPECTS OF YOUR TRAINING, AND I BELIEVE YOU HAVE COMPLETED AN EXCELLENT PROGRAM. WHAT YOU HAVE LEARNED DURING YOUR COURSES AND INTERIM ASSIGNMENTS WILL PROVE VALUABLE IN YOUR NEW CAREER. THE BONDS YOU HAVE ESTABLISHED WITH EACH OTHER ARE IMPORTANT, AND I'M SURE MANY OF YOU WILL NEVER FORGET THE PERSONAL AND COLLECTIVE TRIUMPHS YOU ACHIEVED DURING THE COURSE OF THIS PROGRAM.

I WANT TO USE MY TIME HERE TO SHARE WITH YOU SOME OF MY OBSERVATIONS ABOUT THIS AGENCY -- ITS PEOPLE AND THE VALUE SYSTEM I SEE HERE. YOU ARE NOW FULL PARTNERS IN OUR WORK AND IT'S IMPORTANT THAT YOU HAVE A CLEAR IDEA OF YOUR COMMITMENT. I AM HAPPY TO SEE THAT SOME OF YOUR SPOUSES ARE HERE TODAY TOO -- I WELCOME THEM.

WHEN THEY MARRIED YOU, THEY MAY NOT HAVE REALIZED THAT THEY, TOO, WOULD BECOME A PART OF OUR AGENCY FAMILY.

I THINK THAT THERE ARE MANY ADVANTAGES TO BEING PART OF THE CIA FAMILY. BUT THERE ARE ALSO RESPONSIBILITIES.

WE ARE, OF COURSE, RESPONSIBLE FOR THE INTEGRITY OF OUR PRODUCT -- AND WE ARE RESPONSIBLE AS WELL FOR THE INTEGRITY OF OUR ACTIONS. INTEGRITY, VITAL IN OUR WORK, IS FUNDAMENTAL TO OUR MISSION.

OUR EMPLOYEES HAVE GREAT AUTONOMY -- EVEN EMPLOYEES WHO ARE RELATIVELY NEW TO THE AGENCY. WE COULDN'T FUNCTION IF WE COULD NOT TRUST A CASE OFFICER, ALONE WITH AN AGENT IN A SAFEHOUSE, TO REPORT PRECISELY WHAT IS SAID AND DONE. WE COULDN'T EXPECT ANYONE TO BELIEVE US IF WE COULD NOT TRUST OUR ANALYSTS TO DO THEIR BEST TO KEEP OUR ASSESSMENTS FREE OF BIAS. WE WOULDN'T BE ABLE TO DEVELOP AND MANAGE COMPLEX TECHNICAL COLLECTION SYSTEMS -- SOME COSTING MILLIONS OF DOLLARS -- IF OUR PROJECT OFFICERS WERE NOT BEYOND

REPROACH. AND WE WOULDN'T HAVE THE FLEXIBILITY NECESSARY FOR QUICK AND CREATIVE RESPONSES IF WE COULD NOT TRUST OUR ADMINISTRATIVE OFFICERS TO WORK WITHOUT A HEAVY BUREAUCRACY. AS YOU ENTER OUR WORKFORCE, IT IS CRUCIAL TO UNDERSTAND THAT WE WILL PUT GREAT TRUST IN YOU -- AND YOU WILL NEED TO BE WORTHY OF THAT TRUST.

WE ALSO NEED PUBLIC ACCEPTANCE AND PUBLIC TRUST. WE WILL HAVE IT ONLY IF WE ARE SEEN TO BE FIRMLY COMMITTED TO THE CONCEPTS OF OBJECTIVITY AND INTEGRITY. AS A GUIDING PRINCIPLE, OUR SECRET ACTIVITIES MUST BE SO WELL THOUGHT OUT THAT IF THEY WERE TO BECOME PUBLIC THEY WOULD BE SEEN TO MAKE GOOD SENSE. TO GAIN PUBLIC TRUST, WE MUST HAVE GOALS AND ACTIVITIES IN KEEPING WITH AMERICAN VALUES.

WHEN WE ARE ASKED TO DEVELOP A COMPLEX TECHNICAL PROGRAM, OR TO PROVIDE AN IMMEDIATE RESPONSE TO A TERRORIST INCIDENT SOMEWHERE IN THE WORLD, OR TO PREPARE A NATIONAL ESTIMATE ON SHORT NOTICE, WE RESPOND. WE PRODUCE. SOMETIMES WE TAKE RISKS. BUT WE DO WHAT IS EXPECTED OF US. AND WE DO IT WELL. YOU HAVE ALL BEEN HERE LONG

ENOUGH TO KNOW THAT OUR STANDARDS ARE HIGH AND THE WORK NEVER
STOPS. THE "CAN-DO" ATTITUDE IS PART OF OUR TRADITION.

THE "CAN-DO" SPIRIT, HOWEVER, IS CORRUPTED IF IT LEADS TO THE
BELIEF THAT DESIRABLE ENDS JUSTIFY ANY MEANS. I URGE YOU TO BE
CREATIVE, AGGRESSIVE, AND RESPONSIVE. BUT THERE MUST BE NO CONFLICT
BETWEEN FULFILLING OUR MISSION AND UPHOLDING THE LAWS OF THE UNITED
STATES. I AM DEEPLY COMMITTED TO THE CONCEPT THAT WHILE WE MUST GET
THE JOB DONE, WE MUST DO OUR WORK WITH ABSOLUTE FIDELITY TO OUR
CONSTITUTION AND TO OUR LAWS. I HAVE WORKED TO ENSURE THAT YOU CAN
DO YOUR WORK WITH THE FLEXIBILITY THAT YOU NEED, BUT ALWAYS WITH THE
CLEAREST UNDERSTANDING OF YOUR RESPONSIBILITIES TO THE CIA AND TO
THE COUNTRY.

DURING YOUR CAREER, SOME OF YOU MAY BE CALLED ON TO BRIEF OR
TESTIFY BEFORE CONGRESS. I WANT TO MAKE IT CLEAR THAT OUR
RELATIONSHIP WITH CONGRESS MUST BE ONE OF TRUTH AND NOT DECEPTION.
THERE IS SO MUCH PUBLIC CONFUSION ABOUT DENIABILITY AND DECEPTION

THAT IT IS IMPORTANT TO MAKE THIS DISTINCTION. IN OUR COVERT ACTIVITIES THERE IS OFTEN DECEPTION TO CONCEAL THE SOURCE OF THE ACTIVITY IN ORDER TO INFLUENCE THROUGH MEANS THAT WE BELIEVE TO BE APPROPRIATE BUT WHICH MUST NECESSARILY BE SECRET. BUT IN DEALING WITH CONGRESS THERE IS ABSOLUTELY NO EXCUSE FOR DECEPTION. I THINK WE HAVE AN OBLIGATION TO SPEAK WITH A LEVEL OF HONESTY WHICH, WHILE PROTECTING SOURCES AND METHODS, LEAVES NO DOUBT THAT USING DECEPTION IS NOT THE WAY THAT WE DEAL WITH THE PEOPLE'S REPRESENTATIVES.

YOUR SENSE OF COMMITMENT IS IMPORTANT. DURING YOUR CAREER, YOU WILL BE WORKING TO PROTECT AND SERVE THE NATION, AND YOU WILL NECESSARILY HAVE TO PUT THAT TASK ABOVE SELF-INTEREST. PERSONAL SACRIFICE IS PART OF OUR ETHIC. THERE WILL BE LONG HOURS, YOUR FAMILIES WILL SOMETIMES BE INCONVENIENCED, AND THERE WILL BE OTHER DISRUPTIONS.

DURING THE LAST YEAR, I HAVE COME TO KNOW SOME EXTRAORDINARILY GIFTED AND DEDICATED AMERICANS IN THIS AGENCY. I HAVE VISITED 14

COUNTRIES -- INCLUDING MANY IN THE MIDDLE EAST -- AND HAVE OBSERVED FIRSTHAND THE SUCCESS OF OUR OPERATIONS OVERSEAS. AND I HAVE WATCHED THE PRESIDENT IN THE PRIVACY OF MY OFFICE DECORATE FOUR OFFICERS FOR EXCEPTIONAL BRAVERY ON BEHALF OF OUR COUNTRY. THEY, AS I DO, BELIEVE DEEPLY IN THIS AGENCY'S WORK AND THIS AGENCY'S PEOPLE.

OUR WORK -- TO PROVIDE OUR GOVERNMENT WITH USEFUL, TIMELY, AND OBJECTIVE INTELLIGENCE AND TO CARRY OUT COVERT ACTIONS AUTHORIZED BY THE PRESIDENT -- IS INDISPENSABLE TO A NATION WITH OBLIGATIONS AS THE LEADER OF THE FREE WORLD. I SEE NO SIGNS THAT THESE RESPONSIBILITIES WILL DIMINISH. TO CARRY THEM OUT, WE DEPEND ON PEOPLE LIKE YOU -- PEOPLE WHO ARE RISK-TAKERS RATHER THAN RISK SEEKERS, PEOPLE WHO UNDERSTAND AND ARE WILLING TO PLAY BY THE RULES.

AS YOU HAVE ALREADY SEEN IN YOUR TRAINING, WE ASK A LOT OF YOU. BECAUSE YOU ARE SITTING BEFORE ME AS SUCCESSFUL GRADUATES, I KNOW YOU ARE UP TO IT. BUT THERE IS A RECIPROCITY TO ALL OF THIS. THIS IS AN AGENCY THAT TAKES CARE OF ITS PEOPLE, THAT REWARDS THE

QUALITIES I'VE DESCRIBED. WE NEED YOU, AND WE WILL DO OUR BEST TO MAKE YOU WANT TO STAY WITH US.

AT THE CONCLUSION OF THESE CEREMONIES, EACH OF YOU WILL SET OFF ON A NEW CAREER PATH. YOU CAME TO US FROM MANY DIFFERENT BACKGROUNDS. AND AFTER TODAY, YOU WILL GO YOUR SEPARATE WAYS AS ANALYSTS, OPERATIONS OFFICERS, SUPPORT OFFICERS, AND TO OTHER SPECIALTIES. BUT I HOPE THAT YOUR COMMON EXPERIENCE HAS MADE EACH OF YOU -- FIRST AND FOREMOST -- AN INTELLIGENCE OFFICER.

NOT TOO LONG AGO THE CENTRAL INTELLIGENCE AGENCY CELEBRATED ITS 40TH ANNIVERSARY. DURING THOSE 40 YEARS WE HAVE GROWN FROM A SMALL, COHESIVE GROUP OF PROFESSIONALS WITH SIMILAR BACKGROUNDS TO A COMPLEX ORGANIZATION DIVIDED INTO FOUR LARGE DIRECTORATES. THERE IS A NEED FOR UNITY OF PURPOSE IN AN ORGANIZATION LIKE THIS, AND FOR AN UNDERSTANDING OF ONE ANOTHER'S MISSIONS. I CHALLENGE YOU TO THINK OF YOURSELVES AS BEING PART OF ONE AGENCY, NOT AS PART OF A SPECIALIZED GUILD. DEMANDS ON THIS AGENCY WILL INCREASE, AND WITH

THEM THE NEED FOR GREATER TEAMWORK. I WILL DEPEND ON YOU, AND
SUCCESSIVE CLASSES OF YOUNG PROFESSIONALS LIKE YOU, TO MEET THIS
CHALLENGE IN THE YEARS AHEAD.

MY WARMEST CONGRATULATIONS TO EACH OF YOU ON YOUR GRADUATION.

STAT

AND NOW WILL JOIN ME FOR THE PRESENTATION OF THE
CERTIFICATES.